



UNIVERSITI TEKNOLOGI MARA

**THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL LEADERSHIP
AND WORK COMMITMENT
IN PRIMARY SCHOOLS**

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Candidate's Declaration

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is originally and is the result of my own work, unless otherwise indicated, cited or acknowledge as referenced work. This topic has not been submitted to any other academic or non-academic institutions for any other degree or qualification.

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ABSTRACT

The purpose of this study was to explore the relationship between the dimensions of transformational leadership of head teacher and work commitment of primary school teachers in Samarahan District, Sarawak. The survey was conducted in three premier primary schools comprises of 135 teachers and feedback of 123 questionnaires (91.1%) was returned. The study was guided by adapted instruments from Multifactor's Leadership Questionnaires (MLQ) by Bass and Avolio (1995) and Work's Commitments Questionnaires (WCQ) by Mowday (1979). It was tested separately using Cronbach's Alpha Reliability Test and the combination result of it is $\alpha=.942$. Descriptive data was shown in frequency and percentage for demographic background. A total of 35.8% of respondents are male with 40.7% age between 40 to 49 years old. Majority of them (95.1%) are bumiputera's (Malay, Iban, Bidayuh and Orang Ulu), who has served for more than 15 years (46.4%) and most of the respondents are now with bachelor degree (55.3%). The data was analyzed using SPSS version 16.0 where Pearson's Correlation Coefficient (r) was tested to identify the relationship between these two variables of the study. Based on the findings of this study, the research demonstrated a positive and significant correlation between the dimensions of transformational leadership of head teacher and work commitment of primary school teachers ($r=.510$).

CHAPTER 1

INTRODUCTION

1.0 Introduction

Numerous studies have been conducted to investigate the relationship between leadership's styles and performances especially in the business and commercial sectors. The findings are often used to enhance performances especially through their contributing roles notably through the various forms and styles of leadership, which ultimately lead to the transformation and modification of leaders and subsequently their leadership styles too. On the other hand leadership comes along with accountability and responsibility as cited by Breaker (2009) in his studies in which he subsumes that "in truth, now in the early years of the new century, the accountability climate has floated transformational leadership to the top again" therefore rendering accountability and responsibility to be substantially viable for the enhancement of performances.

It is also acknowledged that the commitment of leaders towards work performances is the direct outcome of an organisation as we readily admit that leadership qualities would determine performances and production. Cohesively, the aspects of quantity and quality products would become the driving factors of most if not all organisations as they undeniably contribute to work commitment and induces the desirable performances. In support of such reality, Judge and Piccolo (2004) in discussing the roles of positive organizational outcomes has linked transformational leadership with the higher order of the follower-leader and follower-job satisfaction,